In the Claims

The status of claims in the case is as follows:

1. [Currently amended] A method for defining the measures of performance of a customer information technology organization, comprising the steps of:

identifying customer performance goals including behaviors exhibited in meeting said goals;

building in a computer a measurement model <u>including a plurality of categories</u> in response to said customer performance goals, <u>a plurality of said categories of</u> said model <u>each</u> including a plurality of metrics;

performing in said computer gap analysis of said model to determine which of said metrics are already collected by said organization and process capabilities for data collection;

identifying new data collection sources for those metrics which are not already collected by said organization;

implementing tools and processes for gathering said metrics;

generating in said computer measurement reports from said metrics;

said building step including building a first draft measurement model and a second draft measurement model;

building said first draft measurement model by selectively executing a first prioritization process and a second prioritization process for identifying for each said category a minimum set of metrics;

said first prioritization process determining for each said metric a relationship with each said behavior satisfied by said metric by building a first table describing for each said category the relationship for each relevant metric with each of said behaviors it may satisfy and determining for each said metric a metric subtotal of satisfied behaviors, and evaluating said table to identify as most desirable metrics those metrics satisfying the greatest number of behaviors;

said second prioritization process determining for each said metric a relationship with each other metric by building a second table relating each said metric to each other said metric, determining from said table for each said metric a metric subtotal representing the number of other related metrics, and prioritizing as desirable metrics for each said category in said measurement model those related to the highest number of other related metrics within said category; [[and]]

building said second draft measurement model to include a minimum set of measures that drive desired behaviors by selecting metrics from said first and second prioritization processes prioritized selectively by behaviors satisfied and related metrics by calculating the mean value of metric subtotals from each prioritization table and selecting those metrics having metric subtotals greater than or equal to said mean; and

selectively including in said measurement model to provide an optimum set of metrics those additional metrics selected as either related to a specific customer need or as an only metric satisfying a

particular behavior.

2. [Original] The method of claim 1, said building step further comprising the step of:

selecting as said metrics those which satisfy prioritized behaviors.

3. [Original] The method of claim 2, said building step further comprising the step of:

selecting as said metrics those which also satisfy related measures.

4. [Currently amended] A method for creating and using a measurement model work product, comprising the steps of:

providing a target future business capabilities work product for defining in a computer database customer goals necessary to achieve through measurements;

operating a computer processor for translating said customer goals into a measurement model work product

including a plurality of categories defining account specific behaviors and measures that empirically demonstrate said behaviors;

operating said computer processor for building said measurement model work product by building a first draft measurement model and a second draft measurement model;

building said first draft measurement model by selectively executing a first prioritization process and a second prioritization process;

said first prioritization process determining for each said measure a relationship with each said behavior satisfied by said measure by building a first table describing for each said category the relationship for each relevant metric with each of said behaviors it may satisfy and determining for each said metric a metric subtotal of satisfied behaviors, and evaluating said table to identify as most desirable metrics those metrics satisfying the greatest number of behaviors;

said second prioritization process determining for each

said measure a relationship with each other measure by building a second table relating each said metric to each other said metric, determining from said table for each said metric a metric subtotal representing the number of other related metrics, and prioritizing as desirable metrics for each said category in said measurement model those related to the highest number of other related metrics within said category; and

building said second draft measurement model to include a minimum set of measures that drive desired behaviors by selecting measurers from said first and second prioritization processes prioritized selectively by behaviors satisfied and related measures.

5. [Original] The method of claim 4, further comprising the step of:

defining a gap analysis work product specifying differences between said measurement model work product and current customer measurements to identify possible deficiencies in organization measurement processes.

6. [Currently amended] A system for creating and using a measurement model work product, comprising:

a target future business capabilities work product for defining in a computer database customer goals necessary to achieve through measurements; and

a measurement model work product <u>including a plurality of categories</u> for translating said customer goals into account specific behaviors and measures that empirically demonstrate said behaviors;

a computer for deriving said measurement model work product from a first draft measurement model and a second draft measurement model;

means for performing a first prioritization process and means for performing a second prioritization process for deriving said first draft measurement model;

said first prioritization process determining for each said measure a relationship with each said behavior satisfied by said measure <u>by building a first table describing for each said category the relationship for</u>

each relevant measure with each of said behaviors it may satisfy and determining for each said measure a measure subtotal of satisfied behaviors, and evaluating said table to identify as most desirable measures those measures satisfying the greatest number of behaviors;

said second prioritization process determining for each said measure a relationship with each other measure by building a second table relating each said measure to each other said measure, determining from said table for each said measure a measure subtotal representing the number of other related measures, and prioritizing as desirable measures for each said category in said measurement model those related to the highest number of other related measures within said category; and

said computer building said second draft measurement model to include a minimum set of measures that drive desired behaviors by selecting measurers from said first and second prioritization processes prioritized selectively by behaviors satisfied and related measures.

7. [Original] The system of claim 6, further comprising:

a gap analysis work product for specifying differences between said measurement model work product and current customer measurements to identify possible deficiencies in organization measurement processes.

8. [Currently amended] A method for defining measurements of performance of a customer information technology organization, comprising the steps of:

collecting into a competency-defined measurement categories and measurements file in a computer database definitions of selected categories of behavioral measurements;

selecting from said file contract measurements;

said contract measurements being selected by operating a digital computer to build a first draft measurement model and a second draft measurement model;

building said first draft measurement model <u>including a plurality of categories</u> by said digital computer

selectively executing a first prioritization process and a second prioritization process;

said first prioritization process determining for each said contract measurement a relationship with each said behavioral measurement satisfied by said contract measurement by building a first table describing for each said category the relationship for each relevant behavioral measurement with each of said behaviors it may satisfy and determining for each said behavioral measurement a behavioral measurement subtotal of satisfied behaviors, and evaluating said table to identify as most desirable behavioral measurement those behavioral measurement satisfying the greatest number of behaviors;

said second prioritization process determining for each said behavioral measurement a relationship with each other behavioral measurement by building a second table relating each said behavioral measurement to each other said behavioral measurement within each said category, determining from said table for each said behavioral measurement a behavioral measurement subtotal representing the number of other related behavioral

measurement, and prioritizing as desirable behavioral measurement for each said category in said measurement model those related to the highest number of other related behavioral measurement within said category;

building said second draft measurement model to include a minimum set of measures that drive desired behaviors by said digital computer selecting behavioral measurements from said first and second prioritization processes prioritized selectively by behaviors satisfied and related behavioral measurements;

implementing said contract measurements; and

using and maintaining said contract measurements.

9. [Original] The method of claim 8, said categories including human resources, quality, customer, cost and schedule, process, and productivity and output categories of behavioral measurements.

10. [Currently amended] System for formulating measurement requirements that are to be implemented in an engagement,

comprising:

a current customer measurements work product for detailing in a computer database current measurements being collected and reported by a customer;

a measurement model work product for translating customer goals into account specific behaviors and measures that empirically demonstrate said behaviors;

a computer for deriving said measurement model work product including a plurality of categories from a first draft measurement model and a second draft measurement model;

means for performing a first prioritization process and means for performing a second prioritization process for deriving said first draft measurement model;

said first prioritization process determining for each said measure a relationship with each said behavior satisfied by said measure by building a first table describing for each said category the relationship for each relevant measure with each of said behaviors it

may satisfy and determining for each said measure a metric subtotal of satisfied behaviors, and evaluating said table to identify as most desirable measures those measures satisfying the greatest number of behaviors;

said second prioritization process determining for each said measure a relationship with each other measure by building a second table relating each said measure to each other said measure, determining from said table for each said measure a measure subtotal representing the number of other related measures, and prioritizing as desirable measures for each said category in said measurement model those related to the highest number of other related measures within said category;

said computer building said second draft measurement model to include a minimum set of measures that drive desired behaviors by selecting measurers from said first and second prioritization processes prioritized selectively by behaviors satisfied and related measures; and

a measurement gap analysis work product for defining in said computer database differences between said current

measurements and said account specific behaviors and measures.

11. [Original] The system of claim 10, further comprising:

an interface agreement work product for documenting expectations for data collection;

a configuration script work product for configuring tools required to implement said requirements;

a contract measurement business policy work product for defining expectations of behavior required to support said requirements; and

a scorecard work product for visualizing said requirements.

12. [Currently amended] A measurement and performance management method, comprising the steps of:

during a proposal contextual phase, developing in a computer database a measurement solution <u>including a plurality of categories</u> to be delivered to a customer;

said developing step including operating a digital computer for building a first draft measurement model and a second draft measurement model;

building said first draft measurement model by said digital computer selectively executing a first prioritization process and a second prioritization process;

said first prioritization process determining for each metric of a plurality of metrics a relationship with each behavior satisfied by said metric by building a first table describing for each said category the relationship for each relevant metric with each of said behaviors it may satisfy and determining for each said metric a metric subtotal of satisfied behaviors, and evaluating said table to identify as most desirable metrics those metrics satisfying the greatest number of behaviors;

said second prioritization process determining for each said metric a relationship with each other metric by building a second table relating each said metric to each other said metric, determining from said table for

each said metric a metric subtotal representing the number of other related metrics, and prioritizing as desirable metrics for each said category in said measurement model those related to the highest number of other related metrics within said category;

building said second draft measurement model to include a minimum set of measures that drive desired behaviors by operating said digital computer for selecting from said first and second prioritization processes metrics prioritized selectively by behaviors satisfied and related metrics;

during a due diligence phase, validating assumptions and behavioral expectations in said measurement solution; and

during a transformation phase, transferring to said customer resources and assets for implementing said measurement solution as validated.

13. [Original] The method of claim 12, said developing step comprising the further step of:

building said measurement solution responsive to inputs from a measurement catalog work product and a target future business capabilities work product.

14. [Original] The method of claim 13, said validating step comprising the further step of:

executing a measurement gap analysis work product responsive to inputs from a current customer measurements work product, a future process design points work product, a to-be organization design work product and a to-be process design work product.

15. [Original] The method of claim 14, said transferring step comprising the further step of:

pursuant to an interface agreement work product, providing an external interface requirements work product, a configuration script work product, a contract measurement business policy work product, a scorecard work product, an end-user training materials work product, and a deployment plan work product.

16. [Currently amended] System for formulating measurement

requirements that are to be implemented in an engagement, comprising:

means for developing in a computer database a measurement solution to be delivered to a customer;

means for validating in said computer database assumptions and behavioral expectations in said measurement solution;

means for transferring to said customer resources and assets for implementing said measurement solution as validated;

computer means for deriving said measurement solution from a first draft measurement model including a plurality of categories and a second draft measurement model;

means for performing a first prioritization process and means for performing a second prioritization process for deriving said first draft measurement model;

said first prioritization process determining for each

of a plurality of metrics a relationship with each said behavior satisfied by said metric by building a first table describing for each said category the relationship for each relevant metric with each of said behaviors it may satisfy and determining for each said metric a metric subtotal of satisfied behaviors, and evaluating said table to identify as most desirable metrics those metrics satisfying the greatest number of behaviors;

said second prioritization process determining for each said metric a relationship with each other metric by building a second table relating each said metric to each other said metric, determining from said table for each said metric a metric subtotal representing the number of other related metrics, and prioritizing as desirable metrics for each said category in said measurement model those related to the highest number of other related metrics within said category; and

said computer building said second draft measurement model to include a minimum set of measures that drive desired behaviors by selecting metrics from said first and second prioritization processes for said

measurement solution prioritized selectively by behaviors satisfied and related metrics.

17. [Currently amended] Method for executing a gap analysis responsive to a measurement model including a plurality of categories and current customer measurements, comprising the steps of:

operating a digital computer to build said measurement model from a first draft measurement model and a second draft measurement model;

building said first draft measurement model by selectively executing a first prioritization process and a second prioritization process;

operating said digital computer during said first prioritization process for determining for each of a plurality of measures a relationship with each of a plurality of behaviors satisfied by said measure by building a first table describing for each said category the relationship for each relevant measure with each of said behaviors it may satisfy and

determining for each said measure a measure subtotal of satisfied behaviors, and evaluating said table to identify as most desirable measures those measures satisfying the greatest number of behaviors;

operating said digital computer during said second prioritization ~~process for~~ process for determining for each said measure a relationship with each other measure by building a second table relating each said measure to each other said measure, determining from said table for each said measure a measure subtotal representing the number of other related measure, and prioritizing as desirable measure for each said category in said measurement model those related to the highest number of other related measure within said category;

operating said digital computer for building said second draft measurement model to include a minimum set of measures that drive desired behaviors by selecting measures from said first and second prioritization processes prioritized selectively by behaviors satisfied and related measures;

mapping in a computer database said current measurement model to said current customer measurements and identifying measurement gaps;

identifying in said computer database measurements not covered by said measurement model; .

identifying nonproductive measurements; and

identifying the impact to an organizational structure and processes of said customer of said measurement gaps.

18. [Currently amended] A canonical method for defining a measurements model work product, comprising the steps of:

articulating envisioned business goals and behaviors;

operating a computer processor for enumerating and defining behaviors and goals satisfied by said behaviors in a computer database of existing contract metrics including a plurality of categories;

selecting potential metrics for said business goals and

behaviors from said database;

operating said computer processor for prioritizing and balancing said potential metrics to determine said measurement model work product;

said prioritizing and balancing including building a first draft measurement model and a second draft measurement model;

building said first draft measurement model by selectively executing within said computer processor a first prioritization process and a second prioritization process;

said first prioritization process determining for each potential metric from said selecting step a relationship with each behavior satisfied by said potential metric by building a first table describing for each said category the relationship for each relevant metric with each of said behaviors it may satisfy and determining for each said metric a metric subtotal of satisfied behaviors, and evaluating said table to identify as most desirable metrics those

metrics satisfying the greatest number of behaviors;

said second prioritization process determining for each said potential metric a relationship with each other potential metric from said selecting step by building a second table relating each said metric to each other said metric, determining from said table for each said metric a metric subtotal representing the number of other related metrics, and prioritizing as desirable metrics for each said category in said measurement model those related to the highest number of other related metrics within said category; and

building said second draft measurement model to include a minimum set of measures that drive desired behaviors by selecting potential metrics from said first and second prioritization processes prioritized selectively by behaviors satisfied and related potential metrics.

19. [Currently amended] System for defining a measurements model work product, comprising:

a first database for articulating envisioned business goals and behaviors;

a second database for enumerating and defining behaviors and goals satisfied by said behaviors selected from existing contract metrics;

means for selecting potential metrics for said business goals and behaviors from said second database;

prioritizing and balancing means for determining from said potential metrics those metrics to be included in said measurement model work product, said prioritizing and balancing means including means for deriving a first draft measurement model including a plurality of categories and a second draft measurement model;

a first prioritization means and a second prioritization means for deriving said first draft measurement model;

said first prioritization means determining for each said potential metric a relationship with each said behavior satisfied by said potential metric by building a first table describing for each said category the relationship for each relevant metric with each of said behaviors it may satisfy and determining for each said

metric a metric subtotal of satisfied behaviors, and evaluating said table to identify as most desirable metrics those metrics satisfying the greatest number of behaviors;

said second prioritization means determining for each said potential metric a relationship with each other potential metric by building a second table relating each said metric to each other said metric, determining from said table for each said metric a metric subtotal representing the number of other related metrics, and prioritizing as desirable metrics for each said category in said measurement model those related to the highest number of other related metrics within said category; and

said prioritizing and balancing means building said second draft measurement model to include a minimum set of measures that drive desired behaviors by selecting potential metrics from said first and second prioritization processes prioritized selectively by behaviors satisfied and related potential metrics.

20. [Canceled]

21. [Canceled]

22. [Currently amended] A program storage device readable by a machine, tangibly embodying a program of instructions executable by a machine to perform method steps for defining the measures of performance of a customer information technology organization, said method steps comprising:

identifying customer performance goals;

building a model in response to the customer goals including a plurality of primitive metrics <u>in a plurality of categories</u>;

performing gap analysis of said model to determine which of said primitive metrics are already collected by said organization and process capabilities for data collection;

identifying new data collection sources for those primitive metrics which are not already collected by said organization;

implementing tools and processes for gathering said

primitive metrics; and

generating measurement reports from said primitive metrics;

said building step including building a first draft measurement model and a second draft measurement model;

building said first draft measurement model by selectively executing a first prioritization process and a second prioritization process;

said first prioritization process determining for each said primitive metric a relationship with each said behavior satisfied by said primitive metric by building a first table describing for each said category the relationship for each relevant metric with each of said behaviors it may satisfy and determining for each said metric a metric subtotal of satisfied behaviors, and evaluating said table to identify as most desirable metrics those metrics satisfying the greatest number of behaviors;

said second prioritization process determining for each

said primitive metric a relationship with each other primitive metric by building a second table relating each said metric to each other said metric, determining from said table for each said metric a metric subtotal representing the number of other related metrics, and prioritizing as desirable metrics for each said category in said measurement model those related to the highest number of other related metrics within said category; and

building said second draft measurement model to include a minimum set of measures that drive desired behaviors by selecting primitive metrics from said first and second prioritization processes prioritized selectively by behaviors satisfied and related primitive metrics.

23. [Currently amended] A program storage device readable by a machine, tangibly embodying a program of instructions executable by a machine to perform method steps for creating and using a measurement model work product, said method steps comprising:

providing a target future business capabilities work product for defining customer goals necessary to

achieve through measurements;

translating said customer goals into a measurement model work product including a plurality of categories defining account specific behaviors and measures that empirically demonstrate said behaviors;

building said measurement model work product by building a first draft measurement model and a second draft measurement model;

building said first draft measurement model by selectively executing a first prioritization process and a second prioritization process;

said first prioritization process determining for each said measure a relationship with each said behavior satisfied by said measure by building a first table describing for each said category the relationship for each relevant measure with each of said behaviors it may satisfy and determining for each said measure a measure subtotal of satisfied behaviors, and evaluating said table to identify as most desirable measures those measures satisfying the greatest number of behaviors;

said second prioritization process determining for each said measure a relationship with each other measure by building a second table relating each said measure to each other said measure, determining from said table for each said measure a measure subtotal representing the number of other related measure, and prioritizing as desirable measure for each said category in said measurement model those related to the highest number of other related measures within said category; and

building said second draft measurement model to include a minimum set of measures that drive desired behaviors by selecting measures from said first and second prioritization processes prioritized selectively by behaviors satisfied and related measures.

24. [Currently amended] A program storage device readable by a machine, tangibly embodying a program of instructions executable by a machine to perform method steps for defining the measures of performance of a customer information technology organization, said method steps comprising:

collecting into a competency-defined measurement

categories and measurements file definitions of selected categories of behavioral measurements;

selecting from said file contract measurements;

said contract measurements being selected by building a first draft measurement model and a second draft measurement model;

building said first draft measurement model by selectively executing a first prioritization process and a second prioritization process;

said first prioritization process determining for each said contract measurement a relationship with each said behavioral measurement satisfied by said contract measurement by building a first table describing for each said category the relationship for each relevant metric with each of said behaviors it may satisfy and determining for each said metric a metric subtotal of satisfied behaviors, and evaluating said table to identify as most desirable metrics those metrics satisfying the greatest number of behaviors;

said second prioritization process determining for each said behavioral measurement a relationship with each other behavioral measurement by building a second table relating each said metric to each other said metric, determining from said table for each said metric a metric subtotal representing the number of other related metrics, and prioritizing as desirable metrics for each said category in said measurement model those related to the highest number of other related metrics within said category;

building said second draft measurement model to include a minimum set of measures that drive desired behaviors by selecting behavioral measurements from said first and second prioritization processes prioritized selectively by behaviors satisfied and related behavioral measurements;

implementing said contract measurements; and

using and maintaining said contract measurements.

25. [Currently amended] A program storage device readable by a machine, tangibly embodying a program of instructions

executable by a machine to perform method steps for providing a measurement and performance management method, said method steps comprising:

during a proposal contextual phase, developing a measurement solution including a plurality of categories to be delivered to a customer;

said developing step including building a first draft measurement model and a second draft measurement model;

building said first draft measurement model by selectively executing a first prioritization process and a second prioritization process;

said first prioritization process determining for each potential metric of a plurality of potential metrics a relationship with each behavior satisfied by said potential metric by building a first table describing for each said category the relationship for each relevant metric with each of said behaviors it may satisfy and determining for each said metric a metric subtotal of satisfied behaviors, and evaluating said table to identify as most desirable metrics those

metrics satisfying the greatest number of behaviors;

said second prioritization process determining for each said potential metric a relationship with each other potential metric by building a second table relating each said metric to each other said metric, determining from said table for each said metric a metric subtotal representing the number of other related metrics, and prioritizing as desirable metrics for each said category in said measurement model those related to the highest number of other related metrics within said category;

building said second draft measurement model to include a minimum set of measures that drive desired behaviors by selecting potential metrics from said first and second prioritization processes prioritized selectively by behaviors satisfied and related potential metrics;

during a due diligence phase, validating assumptions and behavioral expectations in said measurement solution; and

during a transformation phase, transferring to said

customer resources and assets for implementing said measurement solution as validated.

26. [Currently amended] A program storage device readable by a machine, tangibly embodying a program of instructions executable by a machine to perform method steps for executing a gap analysis responsive to a measurement model and current customer measurements, said method steps comprising:

building said measurement model <u>including a plurality of categories</u> from a first draft measurement model and a second draft measurement model;

building said first draft measurement model by selectively executing a first prioritization process and a second prioritization process;

said first prioritization process determining for each of a plurality of measurements a relationship with each of a plurality of behaviors satisfied by said measurements <u>by building a first table describing for each said category the relationship for each relevant measurement with each of said behaviors it may satisfy</u>

and determining for each said measurement a measurement subtotal of satisfied behaviors, and evaluating said table to identify as most desirable measurements those measurements satisfying the greatest number of behaviors;

said second prioritization process determining for each said measurement a relationship with each other measurement by building a second table relating each said measurement to each other said measurement, determining from said table for each said measurement a measurement subtotal representing the number of other related measurements, and prioritizing as desirable measurements for each said category in said measurement model those related to the highest number of other related measurements within said category;

building said second draft measurement model to include a minimum set of measures that drive desired behaviors by selecting measurements from said first and second prioritization processes prioritized selectively by behaviors satisfied and related measurements;

mapping said current measurement model to said current

customer measurements and identifying measurement gaps;

identifying measurements not covered by said measurement model;

identifying nonproductive measurements; and

identifying the impact to an organizational structure and processes of said customer of said measurement gaps.

27. [Currently amended] A program storage device readable by a machine, tangibly embodying a program of instructions executable by a machine to perform method steps for defining a measurements model work product, said method steps comprising:

articulating envisioned business goals and behaviors;

enumerating and defining behaviors and goals satisfied by said behaviors in a database of existing contract measurements <u>including a plurality of categories</u>;

selecting potential measurements for said business

goals and behaviors from said database;

prioritizing and balancing said potential measurements to determine said measurement model work product;

said prioritizing and balancing including building a first draft measurement model and a second draft measurement model;

building said first draft measurement model by selectively executing a first prioritization process and a second prioritization process;

said first prioritization process determining for each said potential measurement a relationship with each said behavior satisfied by said potential measurement by building a first table describing for each said category the relationship for each relevant measurement with each of said behaviors it may satisfy and determining for each said measurement a measurement subtotal of satisfied behaviors, and evaluating said table to identify as most desirable metrics those metrics satisfying the greatest number of behaviors;

said second prioritization process determining for each said potential measurement a relationship with each other potential measurement by building a second table relating each said measurement to each other said measurement, determining from said table for each said m measurement a measurement subtotal representing the number of other related measurements, and prioritizing as desirable measurement for each said category in said measurement model those related to the highest number of other related measurement within said category; and

building said second draft measurement model to include a minimum set of measures that drive desired behaviors by selecting potential measurements from said first and second prioritization processes prioritized selectively by behaviors satisfied and related potential measurements.

28. [Canceled]